Concordia University

JMSB-2006-07M

Faculty Council of the John Molson School of Business

Minutes of the meeting held Friday, October 13, 2006

Present: J. Tomberlin (Dean and Chair)
J. Allison (N@C), K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Barrato (CASA), C. Bayne (DS&MIS), L. Calip (CASA), D. Carosielli (Reg.), B. Chungwing (CASA), A. Dinut (CGSA), A. Fargnoli (Reg.), M. Gagne (Mana.), A. B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kersten (DS&MIS), G. Kanaan (Assoc. Dean), L. Katsanis (Mktg.), R. Knitter (Mana.), A. Komourdjian (CASA), K. Lefebvre (CASA), M. Magnan (Assoc. Dean), M. Mulrennan (SGS), F. Nebebe (DS&MIS),S. Nelson (Staff), K. Nolan (Reg.), P. Pazzia (CASA), I. Rakita (Fina.), P. Renaud (CASA), S. Robinson (Acco.), C. A. Ross (Mktg.), M. Sharma (DS&MIS), I. Sendek (Lib.), R. Schieir (CGSA), R. Vahidov (DS&MIS)

Absent with Regret: E. Abou-Zeid (DS&MIS), A. Ahmad (Fina.), J. Ahmad (Econ.), I. Aly (Acco.), S. Betton (Fina.), B. Campbell (Econ.), S. Danaie (Facil.), B. Desai (Comp.Sci.), I. Dostaler (Mana.), T. Field (Mana.), J. Freed (Fina.), S. Goyal (DS&MIS), C. Lajeunesse (Pres.), J. Lim (Mktg.), T. Lituchy (Mana.), A. Mohummed (CASA), D. Peltier-Rivest (Acco.), M. Singer (Provost), L. Wong (Staff)

I Call to Order

The meeting was called to order at 09:35.

II Closed Meeting

III Open Meeting

IV Approval of Agenda – JMSB-2006-07A
It was moved by M. Sharma and seconded by B. Barbieri that Council approve the agenda.

V Approval of the Minutes – JMSB-2006-06M
It was moved by M. Sharma and seconded by B. Barbieri that the minutes of the meeting held September 22nd be approved with the following revision: page 3, paragraph 1, line 7, delete negatively affect, *insert* bias. *The motion was carried unanimously.*

VI Chair's Report and Question Period
J. Tomberlin announced that the Awards of Distinction ceremony will take place at the Ex-Centris at a networking luncheon on Tuesday, November 21st and reminded Council members of the open meetings of Council scheduled October 16, 17 and 18th for the noon-hour public presentations of the short-listed candidates for Dean of the John Molson School of Business. He also reminded faculty members of the importance of their participation at the November 20th fall convocation scheduled at 3:00 p.m. at Place des Arts. He advised that the proposed revision to the membership of Council would be brought forward to the next meeting after consultation with the University Secretariat. Lastly, he advised that Monday, October 30th has been tentatively scheduled for a special announcement regarding additional funding from the Quebec government.

VII Elections

i) Arts and Science Faculty Council
One full-time faculty member to replace R. Knitter as the JMSB representative on the Faculty of Arts and Science Faculty Council for the balance of her term, September 2006 – May 31, 2007.

There were no nominations. This election will be brought forward to the next meeting.

ii) Council of the School of Graduate Studies
L. Katsanis, Chair, Marketing Department, was elected by acclamation to replace G. Saad while on sabbatical effective immediately and terminating December 31, 2006. G. Saad will complete the balance of his term, January 1, 2007 – May 31, 2007, upon his return.

VIII Business Arising from Previous Meeting

i) A strategic scorecard to support Concordia's strategic planning – JMSB-2006-06A-11
It was moved by M. Sharma and seconded by L. Katsanis that Council grant speaking privileges to B. Tucker, Director, Institutional Planning. The motion was carried unanimously.

B. Tucker was asked if the document had been approved by the Board of Governors. He advised that it had been received by the Board. A number of Council members expressed concerns about the document, specifically, the rationale for the benchmark list, the definition of a critical mass, the indicators for university output specifying patents, an inapplicable measurement for the JMSB and the Faculty of Fine Arts, the omission of the libraries and other important indicators as measurements, and the possibility that increased enrolment in web based courses would change the nature of the academic mission of the university.

B. Tucker explained that the list of schools was intended to give examples of the practices of other universities and inform decision-making processes. He advised the critical mass depended on critical funding – the academic plan projects the critical mass for the JMSB to be 150 faculty members. He agreed that indicators did not apply equally across Faculties, an issue that will be addressed in the on-going development of a measurement process for the university. He advised that the report on measurement made to the Board last spring was understood to be a living document and, through consultation with the professoriate and other experts, measurements would be developed that would be satisfactory to all involved. He also advised that tracking enrolment in off-campus and web based courses was a specific strategic decision taken in the academic plan.

B. Tucker opined that the document did not reflect the strategic direction of the university as outlined in the academic plan noting that the first annual Measuring Excellence report was presented to the Board of Governors according to the seven challenges of the academic plan. The services of Secor Consulting were not retained after the document was presented and was considered to be of limited use. He encouraged everyone to provide their input when approached during the coming years' consultation process.

ii) Goodman Institute of Investment Management Annual Report - JMSB-2006-06A-02
I. Rakita highlighted the report noting the growth in enrolment and high quality of the students. He predicted an enrolment of 100 by 2008 which would bring the program to a point of profitability and described the criteria and benefits of inclusion in the prestigious CFA Program Partnership that has brought the Goodman Institute extensive public exposure. He also described the challenge of teaching via video conferencing and noted that space issues would need to be addressed to accommodate the projected enrolment growth. With regard to the 2006 advertising budget he noted that the previous year's budget had been insufficient to support intensive marketing campaigns, particularly in Toronto, participation in MBA Fairs and the web optimization efforts. He advised that he was open to suggestions as to how to lower the budget and indicated that it may be reduced due to the great success of the updated web site that has shown an exponential growth in the number of hits this year.

During the ensuing discussion, it was suggested that more be spent in marketing the program in the French media or to increase the capacity of the Montreal class. In response to a question about the direction of the program in the event that Mr. Goodman withdrew his financial support, the Dean advised that, in view of the fact that the program would run at breakeven now if it were restricted to Montreal, a partnership in Toronto would be explored.

iii) JMSB Executive Centre Annual Report - JMSB-2006-06A-03
This item will be brought forward to the next meeting of Council.

IX Report: Research – JMSB-2006-07A-01
i) Graduate Calendar Revision – Graduate Certificate in e-Business – JMSB-2006-07A-02

B. Ibrahim advised that the following revisions had been approved by the Program Directors, the Faculty Academic Programs Committee, the Graduate Curriculum Committee and

the Academic Programs Committee and will be forwarded to Senate once approved by the JMSB Faculty Council.

It was moved by B. Ibrahim and seconded by B. Barbieri that Council approve the deletion of the Graduate Certificate in e-Business from the 2007-2008 graduate calendar.

It was confirmed that there were no costs involved and because admissions had been suspended last year, there were no students in the program. With regard to lessons learned, it was stated that business courses, unlike history courses, need a mechanism to launch and withdraw, in a timely manner, innovative courses and programs in sync with current market trends. With a $250,000 incentive from the provincial government, the e-Business program was launched at the tail end of a trend. The benefit to the JMSB has been an improved technoly infrastructure.

The motion was carried unanimously.

ii) Graduate Calendar Revision – Full-time Option of the International Aviation MBA (AMBA) Program- JMSB-2006-07A-03.
It was moved by B. Ibrahim and seconded by M. Sharma that Council approve the deletion of the full-time option of the International Aviation MBA (AMBA) from the 2007-2008 graduate calendar.

B. Ibrahim advised that admissions had been suspended last year and the Task Force struck to assess the program had recommended discontinuance. A report from the University Appraisal Committee is expected shortly. J. Tomberlin remarked that the decision to suspend admissions was late causing considerable expense to the Faculty.

The motion was carried unanimously.

iii) Graduate Curriculum Changes to the Graduate Certificate in Aviation Management and the Graduate Diploma in Aviation Management – JMSB-2006-07A-04.
It was moved by B. Ibrahim and seconded by M. Sharma that Council approve the curriculum changes to the Graduate Certificate in Aviation Management and Graduate Diploma in Aviation Management as described in document JMSB-2006-07A-04.

The motion was carried unanimously.

iv) The Bell Centre for Business Process Innovations Proposal – JMSB-2006-07A-05.
It was moved by B. Ibrahim and seconded by M. Magnan that Council approve the establishment of the Bell Centre for Business Process Innovations as described in document JMSB-2006-07A-05.

B. Ibrahim advised that the proposal would not be sent to Senate for approval as a University Centre, the Centre would be a Faculty Centre requiring the approval of the Council only.

It was moved by B. Ibrahim and seconded by M. Magnan that Council grant speaking privileges to S. Brutus. *The motion was carried unanimously.*

S. Brutus explained that the Centre would provide opportunities for JMSB researchers to obtain research funds through the Director's collaboration with Bell University Labs, and internal entity of BCE. The Centre would provide the link in a two-way relationship that helps BCE have research done in specific areas and helps JMSB researchers find research projects in their disciplines within BCE. Moreover, it provides the missing link to JMSB research and the business community. The funding will allow researchers to engage graduate students to assist with their work. The Director of the Centre would report to the Associate Dean, Research, and an advisory board would be struck to develop the criteria for the allocation of seed money.

During the discussion S. Brutus confirmed that BCE funded research for every major university in Canada including Concordia's Engineering Faculty. He also confirmed that BCE's preliminary

focus was on so-called soft issues however the list was not exhaustive. It was noted that undergraduate students would benefit from this venture directly through high quality teaching based on current research.

In response to a question about the reporting structure of the International Center for Aviation Education and Research (ICAMER) shown in the recent JMSB organizational chart, J. Tomberlin stated that ICAMER had not been approved by Faculty Council as a Center. He further stated that it may have been misnamed inasmuch as the mission of the Centre has evolved to offer non-credit courses. Consequently ICAMER reports to the Executive Centre.

Members of Council applauded S. Brutus and M. Magnan for their efforts on behalf of the JMSB.

The motion was carried unanimously.

X CASA Report

B. Chungwing reported the great success of this year's four-day student orientation that took place September 5 – 8 attracting approximately 450 new students and thanked all the faculty members who attended the Cocktail. Plans for a Halloween party are underway. He advised that, for the first time, the JMSB will host Happening Marketing scheduled March 23 – 25. Ten to thirteen universities will participate as well as two international schools. CASA will also host the BBC Enterprise Competition scheduled January 19 – 21 in conjunction with McGill. Lastly he advised that the new JMSB clothing line was expected to be available before the holiday break and that CASA continued to support sub-committee and association conferences and events.

In response to a question about contacting students for research assistance or other academic needs, B. Chungwing advised that CASA would accept requests from faculty members to use their database that includes approximately 2000 students.

XI Staff Report

S. Nelson announced that Lucille Hreha, EMBA Program, and Marlene Lloyd, MBA Program, had recently retired after many years of service. She thanked CASA members for participating in the John Abbott College Corporate Challenge and joining the Dean and JMSB staff members in a get together project this summer.

XII Report: Masters and Diploma Programs

i) New Graduate Enrolment Statistics – JMSB-2006-07A-06.

The report was received. M. Magnan highlighted the statistics noting an increase in the number of MBA students who chose part-time study compared to last year, a significant DIA/DSA enrolment decrease, and that the CA program was holding steady. He remarked that, based on the graduation statistics, the DIA/DSA Programs have been in decline for the past seven years, an issue that needs to be addressed this year. With regard to the private programs, he advised that, thanks to B. Barbieri's recruitment efforts, the EMBA enrolment had increased to 25 this year and the AMBA distance program was also holding steady with 11.

The Chair commented that, contrary to the belief of faculty members who signed a petition, he never intended to close the MSc program. He congratulated the members of the Management department for their MSc recruitment efforts in the undergraduate program and encouraged the other departments to try this marketing method that is used by HECwith great success.

A discussion ensued about a concern that the GMAT and GPA standards for the AMBA and EMBA programs were not identical to those of the MBA program and possibly resulting in lowered standards for profits. A number of Council members indicated that age, years of experience, the number of years away from formal education, the amount of time available to study for the GMAT and, importantly, French as a first language were factors to be considered along with the GMAT and GPA for private programs applicants. 48% of the EMBA students are

French. The decline in the e-Business and DIA/DSA programs was attributed to the high GMAT admission standards. M. Magnan estimated that the minimum GMAT for private programs was approximately 500. He agreed to provide relevant GMAT statistics for the next meeting of Council

It was moved by F. Nebebe and seconded by B. Ibrahim that Council grant speaking privileges to C. Bayne, Director, Entrepreneurship Institute for the Development of Minority Communities (EIDMC). *The motion was carried unanimously*

In response to a question about a strategy to correct the decline in MBA and DIA/DSA enrolment, M. Magnan advised that in addition to a qualified admissions team with a policy to admit good students as quickly as possible under the direction of C. Law, a marketing team is in place and dedicated individuals have been assigned for recruitment under the direction of K. Boulos.

It was pointed out that the dramatic decline in the DSA/DSA enrolment was largely due to a directive from the Dean and decanal team around 1998 that the admission standards conform to those of the MBA. This step was made to improve the quality of the programs and increase the status of JMSB graduate programs in the rankings in the effort to be classified among the top five universities in Canada. At the same time the program budget was reduced.

It was suggested that the value of the GMAT be researched by adding a field on SIMS and tracking students' performances and comparing entry scores with graduation GPAs. In the interim, the School of Graduate Studies requires a clarification of the minimum GMAT score for JMSB admissions.

XIII Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2006-06A-01
The report was received. G. Kanaan highlighted the report emphasizing the need to remain aware of the code of conduct despite the decrease in cases this year. It was noted that there has been a dramatic increase in cases at the graduate level this year.

XIV Reports from School Representatives on University Committees

iv) Senate Academic Programs Committee - JMSB-2006-06A-04
The report was received. With regard to item 1, concern was expressed about insufficient discussion regarding what was described as a major change in the pedagogical mission of the university. Other concerns included the potential for increased language problems for international students entering higher level courses and curriculum control for courses offered by eConcordia.

J. Tomberlin advised that the Deans were asked to develop courses for the Foundation Year. Work has started on ADMIN202, Canadian Business. With regard to curriculum control, he stated that it was up to the Faculties to ensure students take the necessary prerequisites.

There were no reports from the representatives on the following committees:

i) University Senate
ii) Arts and Science Faculty Council
iii) Senate Academic Planning and Priorities
v) Senate Research Committee
vi) University Library Committee
vii) Undergraduate Scholarships and Awards Sub-committee
viii) Board of Governors
ix) Council of the School of Graduate Studies

XV CGSA Report
R. Schier recognized and thanked the graduate programs administrative staff working on the seventh floor for their enthusiasm and support during the reorganization, specifically, Lissa Matyas, Anna Gunaratnam

and Heather Berry and thanked M. Magnan for his open door policy. He reported that CGSA events were on target as was the preparation for the International MBA Case Competition and expressed his appreciation to all the faculty members who participated in orientation.

XVI New Business

i) Entrepreneurship Institute for the Development of Minority Communities (EIDMC) annual report -JMSB-2006-07A-07
This item will be brought forward to the next meeting of Council.

XVII Other Business

XVIII Adjournment

It was moved by B. Barbieri and seconded by G. Kersten that the meeting be adjourned.
The motion was carried unanimously.

The meeting was adjourned at 12:35.

XIX Next meeting

The next regular meeting of the JMSB Faculty Council will take place on Friday, November 24, 2006 at 09:30 in room GM302.